

Energy Management Initiative

Barriers to Implementation

April 26, 2017

Energy Savings Barriers

- Why did you embrace the recommendations?
- What were the barriers preventing implementation?



Barriers to Implementation



- Type of organization we work in
- Culture of our organizations
- Basic human nature

Type of Organization

- Not for profit.
 - No underlying purpose for making money
 - Social Purpose
 - Protecting Public Health
 - Protecting the Environment
 - Comfort & Convenience of Customers
 - Facilitate Economic Activity
- No real competition.
- Little sense of urgency!



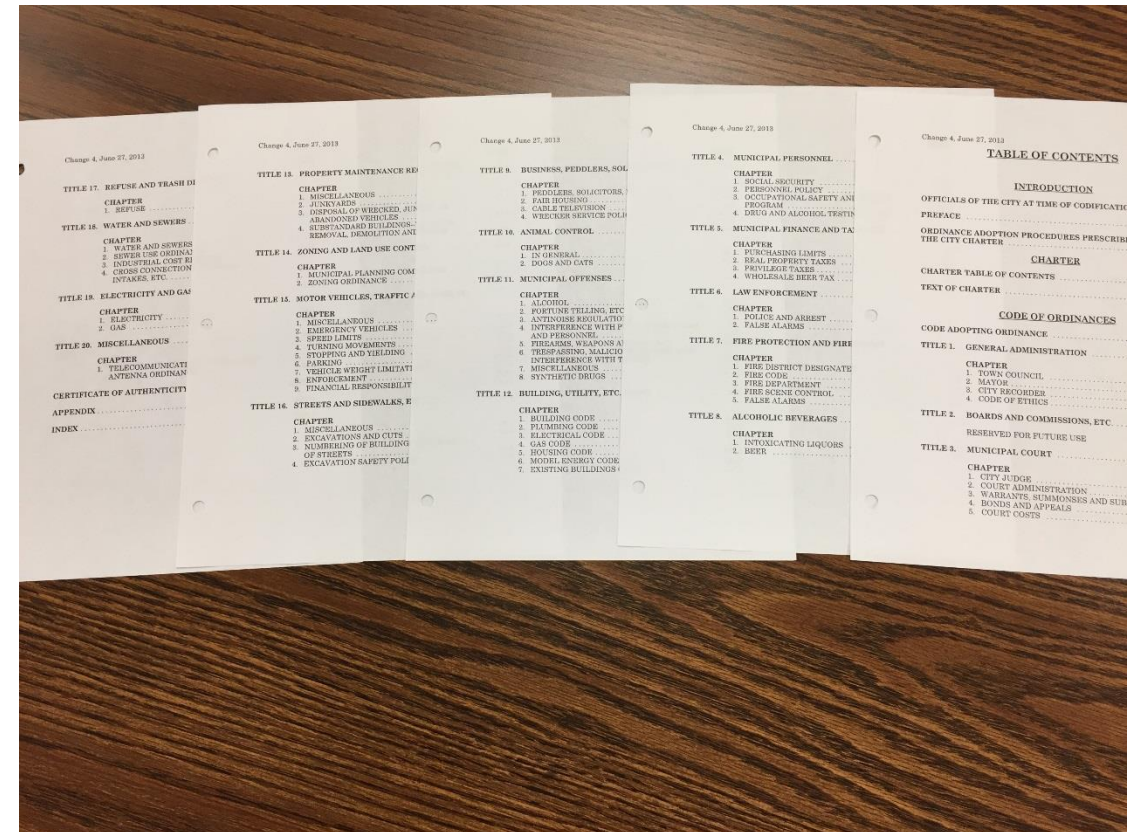
Type of Organization



- “Management” is usually a committee
 - Governing Body
 - Board
 - Managers are often “weak” compared to industry
- “Management”
 - Often lacks utility understanding
 - May have a different agenda
 - May have short-term thinking
 - May change every 2-4 years

Local Government Challenges

- Scope of Local Government
 - Administrative- Governing Body, finance, personnel, records, code enforcement...
 - Public Health- water, wastewater...
 - Public Safety- police, fire
 - Public Works- transportation, drainage, insect control, trash, brush....
 - Recreation- parks
 - Economic Development
 - Education
 - Airports



Local Government Challenges



- Demands of Citizens/Voters
 - Open Meetings/ Records
 - Word of mouth communication
 - Traditional Media
 - Social Media
 - Activism- local/outside
 - NIMBYs, NOPEs, CAVEpeople
- Overwhelming scope of services delivered

Culture of the Organization

- Leadership/Management
 - What is important?
 - What is the priority?
 - Where is the focus?
 - Who sets the agenda?
- Sometimes Extreme Agendas
 - NO TAXES!- “Rate increases are TAXES”
 - Getting reelected
 - Single issue candidates
 - Stopping Growth
 - Majoring in the Minors

What is your Culture

- Listen
 - Subject of conversations
 - Questions asked
- Observe
 - Time invested
 - Effort invested
 - Money invested



Cultural Clue: Local Government Structure

- Three/Six Types of Charters

- Home Rule- 14 cities, Tennessee Constitution
- Private Act- 212 cities
- General Law
 - Manager- Commission- 47 cities
 - Mayor- Aldermanic- 67 cities
 - Modified Manager Council- 2 cities
 - Metropolitan – 3 cities/counties

- Other Utilities

- Utility Districts, Authorities

- Who is the Boss?

- Mayor
- Commissioner
- City Manager
- ~City Recorder
- Public Works Director
- Utility Manager
- Superintendent
- Strong Personality

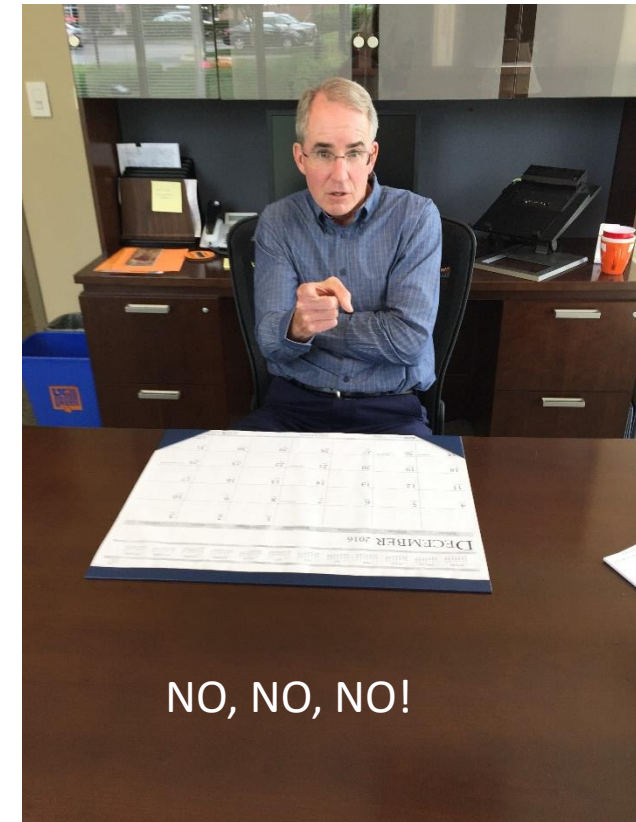
- Accountability

Your Municipal Culture

- What type of Charter does your city have?
- Who is the Boss?
- What is the focus of the City?
- What is the focus of the Boss?
- Where do water and wastewater utilities fit into the picture?

Barriers and Basic Human Nature

- Most of us resist change, especially if it is someone else's idea
- The resistance can be for a variety of reasons some legitimate, some quite childish
- Common Motivators
 - Fear
 - Benefits
 - Others



Water & Wastewater Promotion

- Industrywide we need to be better promoters of our service.
- Always be ready to “sell” what we do.
- We are part of the very foundation of the City!
 - Cities are built upon infrastructure!
 - Roads & Bridges
 - Drainage
 - Water Treatment & Distribution
 - Sewer & Wastewater Collection & Treatment
 - Solid waste disposal
 - Other utilities
 - Quality of Life depends upon these infrastructure services.

Brett's Factors to Success

- Organizational Structure- Your city, my city, it is what it is.
- Organizational Culture- Generally an organization's culture is set from the top and trickles down, but.....
- City Staff can impact the culture.

Brett's Factors to Success

- Positive Managerial Attitude
 - Manufacturing experience, professional management, sense of urgency to improve, abiding desire to provide value to the customers, deep understanding of how the operational details impact service, compliance and user rates.
- Always be improving your position!



Purpose of Municipal Utilities

- Social Purposes:
 - Protect Public Health and the Environment
 - Provide Reliable Service for the Comfort and Convenience of our Customers
 - Provide Value to the Customers and Facilitate Economic Opportunity

Staff Actions

- Be the local “expert” in your department.
 - Know your regulatory status
 - Know your infrastructure status: capacity & condition
 - Know your rates, costs and what impacts them
 - Plan on how to improve each of these
- Continually “sell” your department’s value to the city and citizens.
- Report regularly: monthly or quarterly to management:
 - Regulatory status, capacity and conditional assessment of infrastructure, budget, costs, and improvements.

Committee Actions

- Choose Better:
 - Avoid pre/post upgrade projects
 - Seek significant managerial buy-in
- Report Better:
 - Avoid just mailing the report
 - Perhaps a personal delivery
 - Perhaps a public delivery